

Wichita Park and Recreation Division

**“Building community through diverse
recreation programs that celebrate health,
fitness, and education.”**

**2011 Strategic Plan
Goals and Strategies**

Hugo Wall School of Urban and Public Affairs



Goal #1 – Marketing: Increase visibility and awareness of recreation services for the community

- A. Identify target markets by facility to meet the needs of the community.
- B. Research and implement various proven marketing strategies that target the needs of the community.
- C. Develop a brand that will make Park and Recreation easily identifiable.
- D. Utilize feedback from the customer surveys to evaluate current marketing effectiveness for target markets.
- E. Develop an ongoing public relations effort to share success stories, human interest and event information for recreation.

Goal #2 – Partnerships: Identify, develop, and maintain partnerships that will enhance service to the community

- A. Identify relevant programming needs that could be achieved with partnerships.
- B. Identify provider groups which enhance current offerings as partners.
- C. Evaluate current partnerships to determine the impact of mission.
- D. Develop intra-departmental and internal departmental partnership opportunities.
- E. Define mutual benefits anticipated from partnership opportunities to create an evaluation process for partnerships.
- F. Create a partnership expectation memorandum of agreement (MOA).
- G. Conduct an annual appreciation and recognition program and event for community partners.

Goal #3 – Infrastructure: Ensure appropriate resources that sustain and enhance access, outreach, programming, and support of recreation services

- A. Create an information technology plan to address customer and programming needs.
- B. Develop and implement an annual staff survey to evaluate success of technology access and technology needs.
- C. Create an annual equipment replacement plan to meet recreation needs.
- D. Create CIP Plan to address future recreation needs.
- E. Develop and implement an annual participant survey to evaluate satisfaction of facility usage: cleanliness, visibility, room capacity and access.
- F. Evaluate and create a facility site plan to address programming needs.

Goal #4 –Programming: Provide diverse and unique programs that meet the needs and desires of the community

- A. Collect information on program offerings bi-annually from instructors and staff to assist with program development.
- B. Create community recreation needs assessment to be responsive to the specific community recreation needs.
- C. Create a customer satisfaction survey to determine impact of recreation service.
- D. Ensure recreation offerings provide for industry trends and unique markets.
- E. Develop program evaluation tool by site to measure capacity, market saturation, and overall success.
- F. Ensure recreation programs are offered for target populations.

Goal #5 – Human Resources: Develop qualified staff with a commitment to excellence in quality customer service

- A. Create a recruitment plan to find or develop qualified instructors.**
- B. Develop and implement an ongoing professional development program designed to ensure staff have the knowledge and tools to perform job duties (part-time staff).**
- C. Evaluate staff performance through regular assessments to ensure quality performance.**
- D. Identify unique ways to recognize existing support staff base.**
- E. Identify instructors/staff that are interested and available to work at multiple locations and create an instructor database.**
- F. Develop a capacity building plan to address staffing for growth and recreation participation.**

Goal #6 – Financial Policy: Achieve financial sustainability while balancing public recreation purpose.

- A. Identify and create financial policies to support sustainability, while addressing the needs of the most vulnerable populations and overall community recreation goals (scholarship programs, public access programs, non profit fee structure).
- B. Identify financial tools necessary to improve accountability.
- C. Create a system for regular review to improve financial accountability.
- D. Develop financial guidelines using the GreenPlay pyramid model.
- E. Create sponsorship program, incentives and related policies for community foundation.
- F. Identify priorities for grants and application process.
- G. Develop cost recovery plan for specialized services such as: pools, tennis, Watson Park and Nature Center.